



Administrative Policy No. 18.37

Title: Performance Management

Authorizing Source: RCW [41.06](#)
WAC [357-37](#)

Information Contact: DSHS Human Resources

Effective Date: July 1, 2005

Revised: September 16, 2010 – [Housekeeping change 5/23/12](#)¹

Approved By: original signed by Glen G. Christopherson
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Purpose:

This policy provides direction for an employee performance management process that is positive and performance-based. Successful performance management encourages employee competence and productivity, and documents an employee's work strengths and areas to improve while supporting the Department of Social and Health Services' (DSHS) goals and objectives.

Scope:

This policy applies to all employees of DSHS who are not represented under a Collective Bargaining Agreement.

Definitions:

Expectations: Identifies the task or function to be completed by the employee.

Standards: Identifies how well the task or function must be completed to be considered satisfactory.

Policy:

A. Performance Management Process

The DSHS Performance Development Plan is used to document the following areas of an employee's performance development plan:

1. Explains the employee's responsibility to successfully perform assigned job duties and responsibilities.

2. Assesses how well the employee has contributed to meeting the goals and objectives of the organization and his or her position, and.
3. Recognizes an employee's successful job performance and identifies appropriate modifications in job performance.

B. Employee Responsibilities Within the Performance Management Process (WAC [357-37-025](#))

The employee has the responsibility to:

1. Request clarification of any job duty, standard, or expectation that is unclear;
2. Perform assigned work meeting job standards and expectations;
3. Participate in the performance evaluation process, and
4. Communicate successes and problems with his or her supervisor so progress and ongoing performance can be measured and training or assistance provided.

C. Supervisor's Responsibilities Within the Performance Management Process

1. Provide written job performance expectations and standards to the employee and discuss them with the employee within 30 days of hiring the employee or assigning a function.
2. Ensure the employee receives the training necessary to successfully meet the stated expectations and standards of the current position.
3. Provide ongoing feedback to the employee regarding the employee's job performance. Feedback includes, but is not limited to:
 - a. Naturally occurring discussions with the employee by telephone or face-to-face.
 - b. The formal evaluation process, using the DSHS Performance Development Plan.
 - c. Employee recognition and reward programs or activities.
 - d. Coaching sessions to improve or enhance employee skills, knowledge, or ability to perform a task or function.
4. Hold employees accountable for meeting performance expectations and standards, and participate in the just cause process if necessary to correct an employee's poor performance.
5. Assist his or her employee to identify potential career opportunities within DSHS and actions the employee may take to access those opportunities.

6. When a supervisor suspects drug or alcohol use is interfering with job performance, refer to Administrative Policy 18.75 – [Drug and Alcohol Free Workplace](#).

D. DSHS Performance Development Plan (PDP)

1. A supervisor must provide feedback and formally evaluate the performance of:
 - a. A probationary employee or a permanent employee serving a trial service period or transition review period before the employee attains permanent status in the position; and
 - b. A permanent employee annually.
2. The performance evaluation process includes, but is not limited to, using the PDP.
3. The employee's signature on the completed PDP acknowledges participating in the PDP process and receiving the PDP; his or her signature does not indicate agreement with the content of the PDP. The employee may include any additional comments at the time he or she signs the PDP.
4. The Reviewer is the employee's second line supervisor and ensures the PDP process is followed and considers the PDP content, including employee comments.
5. After the reviewer signs the PDP, a copy with all signatures and comments is provided to the employee. He or she may provide additional comments that are attached to the PDP.
6. An employee's performance is not considered in lay-off decisions.

E. Review Requests

1. A DSHS employee may request a review of the PDP process only. Requests for review must follow the DSHS [Administrative Policy 18.61 - Grievances](#). The content of the PDP is not subject to the grievance process.
2. Washington General Service employees may request a review by the Director of the Office of the State Human Resource Director ([WAC 357-37-080](#)) for alleged irregularities in the PDP form and/or procedures. The content of an evaluation is not subject to review.

¹ Updated to reflect change from Department of Personnel to Department of Enterprise Services, Office of the State Human Resource Director.